

# 2001 Annual Report

---

## *Planning For The Workforce of Today and Tomorrow*

*...is what the Division of Personnel Services  
is all about.*

This report celebrates the Division's achievements for FY 2001 and describes how DPS is building on those accomplishments for the future. The Division of Personnel Services is constantly identifying new ways to support the state's workforce by improving internal **Operations**, building **Partnerships**, developing and enhancing **Key Initiatives**, and distinguishing the State of Kansas as an **Employer of Choice** and a **State of Excellence**.

# 2001 Annual Report

---

## *Division of Personnel Services*

Kansas Department of Administration

Landon State Office Building  
900 SW Jackson, Room 951-S  
Topeka, Kansas 66612  
(785) 296-4278

<http://da.state.ks.us/ps>

# *Contents*

DPS Mission/Philosophy -----	4
Message From The Director -----	5
Operations -----	6
Organizational Chart -----	7
Kansas Quality Management -----	8
State Civil Service Board -----	9
Employee Recognition -----	12
Partnerships -----	15
Key Initiatives -----	19
AKSESS Employee Portal -----	20
State of Kansas Competency Model Project -----	22
Workforce Planning -----	24
Employee Retention Survey -----	28
The Governor's New Direct Compensation Strategy -----	31
Employee Services -----	34
Employee Development -----	37
Best Practices -----	40
Networking -----	40
Awards -----	42
Contacts -----	44

---

# *Mission*

*Explore, develop, and provide innovative resources to foster the workforce of today and tomorrow.*

# *Philosophy*

*DPS strives for excellence and organizational wellness through:*

- *Responsive service to customers*
- *Integrity in thought and action*
- *Balance of interests*

# *Message From The Director*

***“We are what we repeatedly do. Excellence, then, is not an act but a habit.”***  
*Aristotle*

When I saw this quote by Aristotle, I immediately thought of the efforts and commitment of our staff in the Division of Personnel Services (DPS). Two years ago, Division employees crafted our mission and philosophy statements. Their commitment and actions get to the core of Aristotle’s message.

I am pleased to present the 2001 Annual Report for the Division of Personnel Services. This report reflects our commitment to making excellence a “habit” in all of our operations and programs. Specifically, we have made a “habit” of being innovative, proactive, collaborative, and diligent, thereby providing excellent customer service on an on-going basis. We rely on three key strategies to maintain our commitment to excellence: **partnerships**, **technology**, and **strategic workforce planning**.

We know that excellence does not happen in a vacuum. As the central HR agency for the State of Kansas, our programs impact all state agencies and over 37,000 employees. Therefore, we continue to build **partnerships** and coalitions to ensure our programs are effective on a statewide basis. These partnerships have resulted in several initiatives designed to meet the diverse needs of Kansas state agencies and our constantly changing workforce.

Our **strategic workforce planning** and development initiatives take advantage of the latest **technology** to obtain and analyze the data necessary to identify current and future workforce trends. In this way, state human resource programs are continually evaluated for effectiveness and enhanced or re-engineered to assist agencies in preparing for the future and to ensure the State of Kansas is an “Employer of Choice.”

**Technological advances** have also enabled DPS to develop highly successful, interactive Web applications that allow employees and applicants to easily register for employment and update a variety of work related information. In addition, the Division uses technology to proactively assist agencies by identifying problems and providing agency HR staff with the training, technical assistance and consulting services they need to effectively perform their jobs.

We are proud of all that we have accomplished during the past year in collaboration with our agency partners. And we are looking forward to new opportunities to practice our “habit of excellence” during FY 2002 and beyond.

Bobbi Mariani

# *Operations*



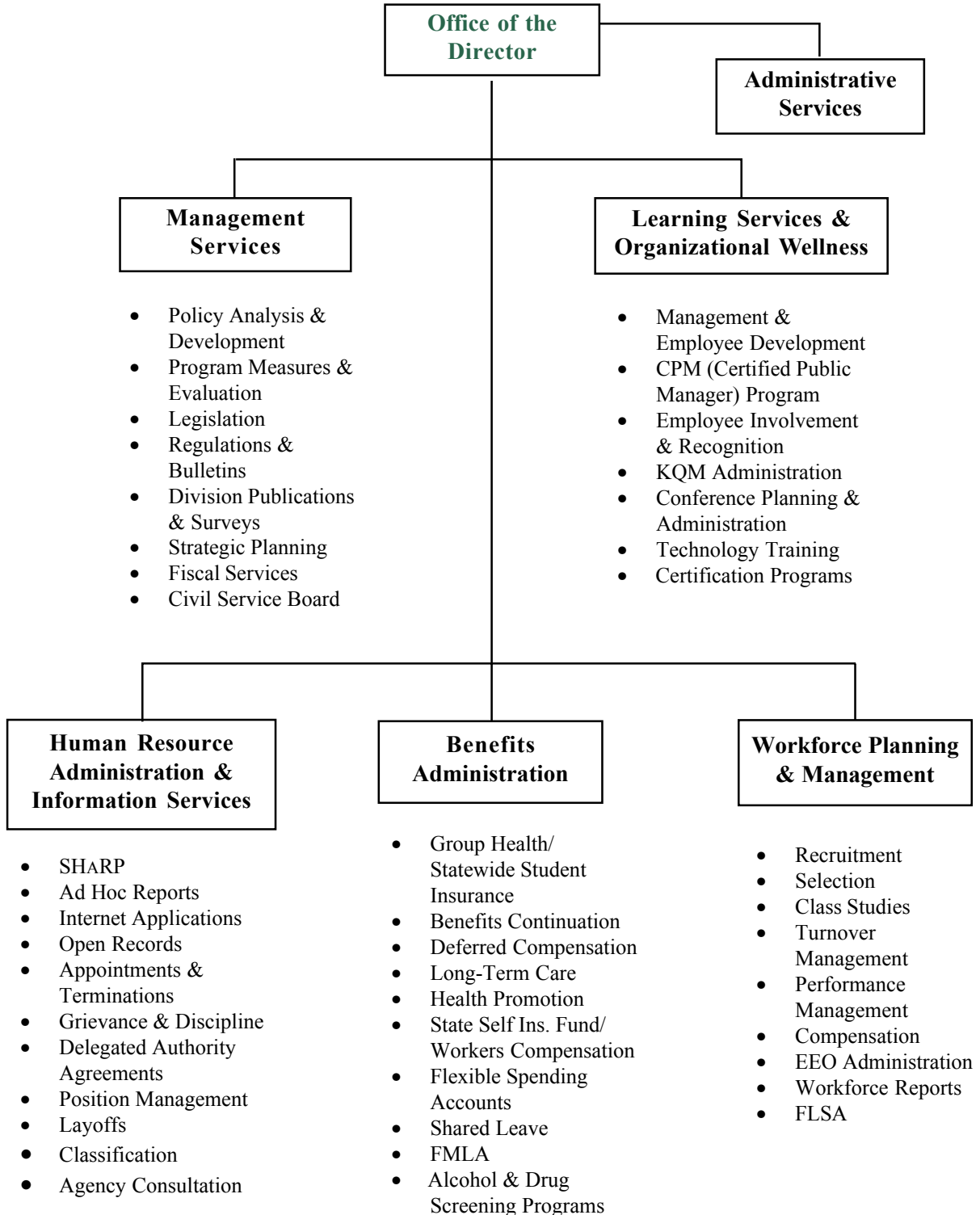
**Division managers work on the Strategic Plan**



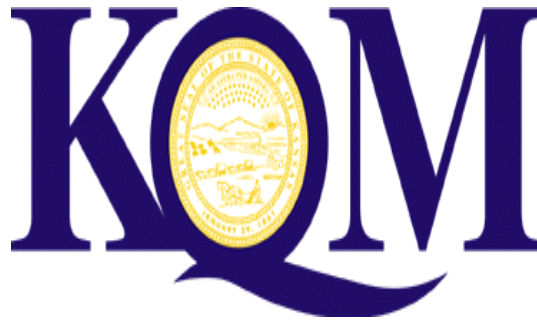
**DPS managers serve root beer floats to Division employees during Public Employee Recognition Week**

# Organizational Chart

---



# Kansas Quality Management



The Division continues to embrace the principles of Kansas Quality Management which include: Customer Focus, Employee Training and Development, Employee Involvement, and Continuous Improvement. The Division supports quality management in public and private organizations throughout the state by participating in the application evaluation process for the Kansas Award for Excellence (KAE) program. This year, DPS received a Level I, Commitment to Excellence Award. (For more information refer to the “Awards” section in this report.)

## Division Quality Management Board

The Division Quality Management Board (DQMB) consists of four members whose responsibilities include: helping generate process improvement ideas, serving as Quality Management Resource staff for the Division, and assisting with Kansas Quality Management Awareness Month activities during the month of October. One member of the DQMB represents the Division on the Agency Quality Management Board (AQMB) which approves process improvement teams for the Department.

**“You cannot mandate productivity, you must provide the tools to let people become their best.”**

*Steve Jobs*



# 2001 Annual Report

---

## State Civil Service Board

The State Civil Service Board is a five-member body of citizens who represent each of the four congressional districts of the State, with one member selected at large. All members are appointed by the Governor and confirmed by the Senate. The Board hears appeals from classified state employees with permanent status under the Kansas Civil Service Act and applicants for classified positions who are entitled by law and regulation to appeal to the Board. Nearly all appeals heard by the Board are from classified employees with permanent status who have been dismissed, demoted, or suspended. Employees may request a hearing from the Board to determine the reasonableness of such action.



**From left:** Kraig Knowlton (CSB Secretary), William A. Dean (Vice Chair), Daniel J. Carroll (Staff Attorney), J. Richard Pratt (Chair), Glenn W. Fisher (Board Member).

**Not pictured:** James E. Lowther and Thomas J. Corcoran (Board Members).

# Operations

---

## Employee Suggestion Program

For more than 10 years, the Employee Suggestion Program has rewarded employees who improve operations and contribute to the efficiency of state government. The program allows monetary awards – up to 10 percent of the first year's estimated savings – to employees whose suggestions are adopted. Employees' supervisors are also awarded an amount equal to 10 percent of that paid to their employees.

Employee suggestions are reviewed and evaluated by the Employee Award Board (EAB),

which consists of three classified employees, appointed by the Secretary of Administration, and two unclassified employees, appointed by the chairperson of the Legislative Coordinating Council. Administrative staff support is provided by the Division of Personnel Services.

The Employee Award Board also oversees the Employee Service Award program. Service awards are presented to employees who complete milestones of ten, twenty, thirty, and forty years of service.



**DPS Employees receiving service awards during FY 2001.**

**From left: Bobbi Mariani, Division Director; Anna Knighten, 10 years; Jim Gutzwiller, 20 years; Laurie Warner, 20 years; Karen Watney, 20 years; Dan Stanley, Secretary of Administration**

# 2001 Annual Report

---

## DPS Employee Council

The Division of Personnel Services established an Employee Council in 1993. The purpose of the DPS Employee Council is to increase employee involvement and teamwork and to serve as a liaison between the Office of the Director and Division employees. Over the years the Employee Council has been involved in a number of fund-raising and team-building activities. Each year since its inception, the Employee Council has either assisted with or coordinated the fund-raising efforts for the United

Way and Project Topeka campaigns. The Employee Council has consistently raised over \$1,000 each year for the Project Topeka food drive, which helps stock food banks in the Topeka area. DPS employees generously donate their time and money towards the many fund-raising events. The Employee Council has also coordinated many special activities for DPS employees including the annual DPS Holiday dinner.



**Employee Council**

**From Left:** Ken Mendoza; Karen Kerr; Sandy Jacobia; Pamela Dixon;  
Laurie Warner; Bonnie Long; Connie Guerrero

# Employee Recognition

---

The Division's many successful programs are the result of DPS employees who propose and implement innovative new programs, improve processes, and continually perform their job duties at the highest levels. The Division's Employee Recognition Program was created to share and celebrate the successes and efforts of our employees. The Employee Recognition Council coordinates the process, which honors "DPS Super Heroes" who provide outstanding customer service, exceed job expectations, demonstrate initiative and creativity, or provide an outstanding service to the community. The

Department also rewards individual and team accomplishments with recognition and cash awards. During FY 2001, several DPS employees were rewarded through this program.

In addition, DPS participates in the Department of Administration's (DofA) Employee of the Month recognition program, where outstanding employees are recognized in the Department's monthly newsletter and receive a certificate to commemorate the event. During FY 2001, three DPS employees and one team were honored as DofA Employee/Team of the Month.

## DofA Employees of the Month



From left: Bonnie Long, Michelle Wallace, Kay Lingenfelter, Candace Molzhon, Jeff Buescher

The **Publication Standards Team (PST)** was selected as the DofA Team of the Month for November 2000. The PST developed a Publication Standards & Guideline Manual and review process to ensure that all publications produced and distributed by DPS reflect the quality and professionalism of Division staff and the services provided to the State of Kansas.

# 2001 Annual Report

---

## DofA Employees of the Month



**Jim Gutzwiller** was selected as the DofA Employee of the Month for August 2000. Jim is responsible for providing many different types of support services to DPS staff and has the reputation of being a responsible, dependable person with a great attitude.

**Laurie Warner** was selected as the DofA Employee of the Month for December 2000. Laurie is an office assistant for the HealthQuest program and an integral part of the Health Benefits team. Laurie provides outstanding customer service, continually exceeds job expectations, and is a dedicated and loyal employee.



**Mike Michael** was selected as the DofA Employee of the Month for June 2001. Mike is a supervisor in the State Self Insurance Fund (SSIF) unit. Mike is always looking for ways to improve work processes and the work environment. He promotes personal and professional growth and encourages individual and team goals.



---

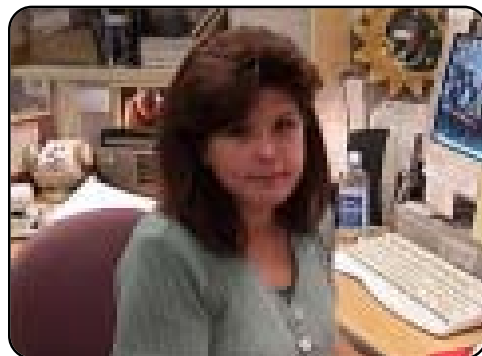
# ***UPER HEROES***

**Verna Byers and Kathy Hackett** were selected as DPS Super Heroes in October 2000. Verna and Kathy are members of the SHARP Corrections Unit within the Human Resource Administration and Information Services Section. Verna and Kathy exhibited excellent teamwork when covering for a co-worker during an extended illness.



**Sonja Hummel** was selected as DPS Super Hero in January 2001. Sonja did an outstanding job when she was asked to temporarily fill the office specialist position in the Learning Services & Organizational Wellness (LSOW) section at a time when all three LSOW support staff positions were vacant.

**Laurie Warner** was selected as DPS Super Hero in April 2001. Laurie is an office assistant for the HealthQuest program in the Benefits Administration section. Laurie always provides outstanding customer service, continually exceeds job expectations, and is a dedicated and loyal employee.



# *Partnerships*

## **Workforce Council**

The Workforce Council was created to identify, research, and recommend solutions for current and future human resource issues. The Council is a strategic partnership that allows agency human resource managers and DPS staff to work together to develop new workforce initiatives and to promote a positive image of state government. The goal of the Council is to create a unified workforce plan for the State of Kansas Civil Service that will prepare and sustain state agencies well into the 21<sup>st</sup> century. The following highlight Workforce Council initiatives for the past year.

### **Statewide Employee Retention Survey**

Employees of the State of Kansas are one of our most valuable resources and continue to be extremely important to the welfare and prosperity of the state and the services provided to citizens. As an Employer of Choice, the State of Kansas needed to know how state employees perceive their employment and measure their overall job satisfaction. As a result of the Workforce Council Recruitment and Retention Strategies team's efforts, a Statewide Employee Retention Survey was developed to determine the level of state employees' satisfaction or dissatisfaction with their work environment. The crucial information obtained by this survey will help the State of Kansas recruit and retain a high quality workforce for FY 2002 and the future. (For more information, refer to the feature article in this report.)

### **Classification Review and Update Project**

During FY 2001, Workforce Council teams of DPS and agency members began work on the Classification Review and Update Project, a plan to review each of the 720 state class specifications. During the project's six segments, state job classes will be reviewed based on their placement in one of seven occupational categories used by the State of Kansas classification system. The goals of the project are to:

- update the class specifications to include the use of technology and to reflect current work performed;
- ensure the minimum qualifications will attract applicants; and
- consolidate classes and class series, as appropriate, to maintain an effective classification system.

### **What's Next**

During FY 2002, the Workforce Council will research and develop techniques to integrate competencies into the state's application process. The new process will be implemented in conjunction with the upgrade of the Statewide Human Resource and Payroll (SHARP) system during FY 2003.

# Partnerships

---

## Employee Development

DPS has established partnerships with a number of public and private organizations to create employee development programs that meet the changing needs of the state workforce. By tapping into a larger pool of resources and expertise, we are able to offer state employees courses in computer software training, Program Management Methodology, Control Objectives for Information and Related Technology implementation workshops, and Kansas Quality Management Intact Team Training. For further information regarding these programs, please refer to the Employee Development section of this report.

## Classification Teams

Teams have been created utilizing Division human resource consultants and experienced human resource staff from state agencies to review allocation and reallocation requests and make classification decisions for all positions not covered by Delegated Classification Authority agreements. This process provides an opportunity for trained classifiers in state agencies and the Division to develop a common perspective regarding statewide classifications and ensure that timely and consistent action is taken on all classification requests. The team approach provides new or inexperienced classification analysts the opportunity to enhance their skills by working alongside experienced classification analysts. In addition, agency staff who do not have Delegated Classification Authority may shadow team activities once they complete basic classification training.

## Pilot Project

Kansas Administrative Regulations currently establish maximum amounts of vacation leave accrual based on length of service. All vacation leave in excess of those maximums is forfeited at the end of the fiscal year. This policy has prompted concerns from agencies over the years.

Based on those concerns, the Division of Personnel Services began a pilot project at the end of fiscal year 2000 that tested two new alternatives to the current “use it or lose it” policy on vacation leave overage. Four agencies volunteered to participate in the pilot project. Three of the agencies are allowing employees to convert up to 40 hours over their maximums to sick leave while one agency is compensating employees for up to 40 hours of leave over their maximums. Once all data is in, DPS staff will analyze the results of the pilot project and determine whether to recommend one or both of the options for implementation on a statewide basis.

**“Alone we can do so little, together we can do so much.”**

*Helen Keller*



# 2001 Annual Report

---

## Personnel Advisory Council

The Personnel Advisory Committee (PAC) is composed of ten members representing some of the largest state agencies. It serves in an advisory capacity to the Director of the Division of Personnel Services. The purpose of PAC meetings, which are coordinated and facilitated by DPS, is to update members on statewide programs and policies and to provide an opportunity for members to comment and make recommendations to the Director. PAC members also make presentations and initiate discussion on issues that impact their agencies. These meetings also allow participants to network and discuss issues that are common to all agencies.

***“You can’t build your reputation on what you’re going to do.”***

***Henry Ford***

## State Network of Trainers

The State Network of Trainers was created in 1997. Its purpose is to provide a self-directed forum for state trainers to meet and discuss common issues of interest and concern. The Network’s approximately 70 members share current information impacting state agencies, identify trends and training needs, and coordinate state training resources in order to provide the most up-to-date and effective training to state employees. During FY 2001, the Network researched distance learning techniques and sponsored a train-the-trainer session on “Integrating Workers with Disabilities into the Workplace.” The session was facilitated by representatives of The University of Kansas’ Center for Research on Learning, Division of Adult Studies.

## HR Informational Meetings

Quarterly Human Resource Informational Meetings serve as a forum for agencies and the Division to work together and learn from each other by sharing information, ideas, and experiences. The meetings also provide an opportunity for the Division to share updates on statewide human resource programs, policies, and activities. Agencies and the Division collaborate on building the meeting agendas, presenting topics of interest, and by suggesting speakers and items for discussion. The meetings also provide an opportunity for participants to network with one another and gain an understanding of each other’s perspectives. The overall HR system in Kansas state government benefits from the insights gained and the development of shared interests.

# Partnerships

---

## Information Technology (IT) Position Description Profile Team

During FY 2001, the Division established a multi-agency team to review and revise the process used to classify state IT positions. The team consisted of IT and HR representatives from DPS, the Division of Information Systems and Communications (DISC), and 10 state agencies. The Kansas Statewide Technical Architecture (KSTA) and Control Objectives for Information Technology (COBIT) standards were incorporated into the newly designed IT Profile

form, which is intended to evolve as IT job functions grow and change. KSTA provides a statewide framework and COBIT provides a standardized, internationally recognized framework for building IT position descriptions. The IT Position Description Profile, while primarily a classification tool, is also a viable management tool. Recruitment, employee development, and performance expectations information is easily identified within each IT Profile.

## Agency Visits

In our continuing efforts to provide good customer service, Division consultants have begun conducting annual on-site visits with each of their assigned agencies. These visits are designed to:

- build partnerships and enhance the working relationship between the consultant and the agency;
- determine agency expectations and how those expectations can be met;
- expand the consultant's knowledge of the agency's HR structure, purpose, and relationship to the agency's overall mission and goals;

- become familiar with current and future agency HR related issues and concerns;
- establish an agency notebook containing comprehensive information regarding the agency's programs and issues; and
- share best practice information.

DPS hopes that meeting personally with agency HR staff will promote increased communication between agencies and the Division, enhance our overall knowledge of the statewide HR system, and provide for the sharing of new and innovative ideas and activities between agencies and DPS.

# *Key Initiatives*

## **New Employee Welcome Survey and Online Exit Interview**

DPS has designed two new online statewide surveys: the New Employee Welcome Survey (NEWS) and the Exit Interview. The Exit Interview will assist DPS in identifying conditions or circumstances that contribute to turnover, while NEWS will help the Division identify programs and services that attract applicants to state service. The electronic format provides employees easy access to the questionnaires, which will be sent directly to a DPS database for further analysis. Combined with the Statewide Employee Retention Survey, these questionnaires

will assist DPS in addressing current and future workforce issues.

Eight volunteer agencies assisted DPS in conducting a test run of NEWS, with a very positive response rate of 29 percent. Initial survey results indicate job security and health benefits top the list of reasons why new employees choose to work for the State of Kansas. The NEWS and Exit Interview programs will be implemented statewide in FY 2002.

## **Distance Learning**

For an organization to remain healthy and dynamic, learning must be a continuous process, and employees need timely, consistent information in order to be productive. Distance learning is an important tool for responding to and anticipating the needs of a constantly changing workforce and the diverse programmatic requirements of state agencies. DPS is developing strategies that will align its

employee development programs and technological capabilities with statewide human resource programs. A pilot session, converting FLSA training to an e-learning experience, is currently under development. In addition, the Division continues working on upgrading its Computer Based Training (CBT) technology for SHARP (Statewide Human Resource and Payroll) training.

## **SHARP Upgrade**

Functional staff from the Division of Personnel Services and selected state agencies began a preliminary review of the latest version of PeopleSoft which is the software package that is the foundation of the SHARP (Statewide Human Resource and Payroll) System. This

review of new functionality includes self-service applications and a new approach to time and labor. The assessment will guide management in developing the project plan, budget and timetable for implementation.

# AKSESS

## Employee Portal

In the fall of 2000, DPS launched a new web portal at <http://da.state.ks.us/aksess>. The Automated Kansas State Employees Service System (AKSESS) is a one-stop shop that offers state employees, applicants, and the public access to services and information 24 hours a day, 7 days a week. AKSESS provides readily accessible information to services such as employment opportunities, employee benefits and links to related information such as Americans with Disabilities Act, employee development (training) opportunities, and health care providers.

A popular service offered through this portal is the job application process. Applicants can view all job vacancies, which are updated weekly, and review job class specifications to learn more about the job. Applicants can then enter personal data and register their job skills online rather than on cumbersome and sometimes hard to locate paper forms. The application can then be submitted electronically to agency recruiters. Over 50 percent of all applicants apply for jobs using this online service. We anticipate this rate to increase as applicants and employees discover the relative ease and speed of learning about and applying for jobs in state government service using AKSESS.

With the success of the online application process, DPS launched another major service with online open enrollment for benefits. Employees used AKSESS to obtain information about group health

insurance plans, premiums, health care providers, and coverage options and then actually enrolled in or made changes to their plans online. This service offered employees access to information about their health insurance plans and flexible

spending accounts at any time and from any location. On-screen instructions made it easy for employees to navigate through the site and make necessary changes. Links within the application provided additional assistance and staff at a Help Desk could be

called for personal assistance. To assist agency managers in tracking open enrollment progress, DPS created electronic files of employee enrollment activity for each agency.

Key features included:

- Links to health care plan providers, State of Kansas Benefits Guidebook, 2001 Open Enrollment and Options Booklet, and other information resources;
- Display of current covered dependents with the ability to add new dependents;
- Information to display options available to individual employees based on geographic location and specific benefits eligibility;
- List of the cost for chosen selections; and
- The ability to print their own enrollment confirmation.

***“I have used the open enrollment site, and I wanted to tell you ‘GOOD JOB!’ It was easy, quick, and painless. And it’s great to be able to access it from home. Thanks to you and all the people on your team who made this happen.”***

***A Satisfied Customer***

# 2001 Annual Report

---

In the first year of operation, over 14,000 employees successfully viewed or changed their benefits online or enrolled in a Flexible Spending Account. On average, it took employees just under ten minutes to complete their benefits enrollment. Employee reaction was positive as evidenced by the following representative comments:

***On average, it took employees just under ten minutes to complete their Benefits Enrollment.***

- “I usually dread Open Enrollment, but not this year as it was so user friendly.”
- “This was the easiest enrollment I have done in 25 years.”
- “The entire process took maybe three minutes to complete including a printed confirmation.”
- “It was easy, quick, and painless. And it’s great to be able to access it from home.”

Agencies were equally pleased. Ninety-five percent believe that online benefits open enrollment was successful in their agency and identified the primary benefits as speed and

convenience, reduced paperwork, lower staffing needs, and increased employee responsibility.

Much of the project’s success can be attributed to efforts related to the following:

- Conducted extensive usability and system testing to ensure ease of use and mitigate problems.
- Established a demo for employees to use to increase their comfort level with the process.
- Communicated with employees and agencies regularly to keep them informed and to improve their understanding of the process and its benefits.

DPS and agency staff were diligent in their efforts to make sure this was a smooth process.

During Fiscal Year 2002, DPS staff will continue to identify other suitable web applications for state employees including online training registration and a Total Compensation Summary report. New and enhanced services and information will be continuously added to make AKSESS a premier one-stop shop for employee and applicant services.

***In a post enrollment survey, agencies reported most employees found it easy to navigate between screens while enrolling. An overwhelming 95% believe that online benefits open enrollment was successful in their agency.***

# State of Kansas

## Competency Model Project

Research has shown that exceptional performers contribute up to 120 percent more to the job than average performers.<sup>1</sup> The traditional approach to managing human resources has focused on identifying only the knowledge and skills needed for a job. The State of Kansas is now broadening its focus to include personal attributes, which highlight the key work behaviors critical for success.

The primary differences between exceptional performers and average performers are demonstrated behavioral and emotional characteristics. It is these personal attributes that complement the knowledge and skills associated with a job to produce a whole person approach. Identifying the personal attributes highlights the key work behaviors necessary for successful matches in terms of recruitment and promotional opportunities and will result in higher productivity and reduce turnover. Competencies are the knowledge, skills, and personal attributes that facilitate exceptional job performance and organizational success.

DPS is working to enhance human resource processes by developing behavioral competencies to be integrated within all of the state's human resource processes, including: classification, recruitment and selection,

performance management, training and development, organizational planning and development, and compensation. During FY 2001, the Competency Project Team established twenty-eight Leadership Focus Groups which

identified the behavioral competencies critical for exceptional job performance as a lead worker, supervisor, or manager.

During FY 2002, the Competency Model Project Team will establish Occupational Focus Groups to

identify and develop the behavioral competencies critical for exceptional job performance in each occupational field. The Leadership and Occupational Competencies will be integrated within all of the state's human resource processes.

The State of Kansas Competency Model will provide the basis for an integrated human resource system. This system will assist the state in managing resources and personnel to support strategic goals and contribute to organizational success. Competencies provide clear expectations for both managers and employees by identifying the employee qualities necessary to meet job demands. Identifying the critical competencies for a job will assist managers in hiring the right person for the right job and ensure that current employees are well matched, in terms of both skills and behaviors.

***“This (the State of Kansas Competency Definition and Descriptor Guide) is a beautiful piece of work.”***

*Jane Gordon Hall, State of Arizona*

<sup>1</sup> Alberta Personnel Administration Office. *Core Competencies for Alberta Public Service Managers*. January 1995.

# Competency Model Project

## Timeframe

### Completed

- **Phases I & II:** Developed 84 behavioral competencies for the State of Kansas Draft Competency Model (August 1999 – September 1999). Consolidated and focused the 84 competencies into 25 Human Resource Professional Class competencies (October 1999 – April 2000).
- **Phase III:** Facilitated Leadership Focus Groups and identified and developed 18 leadership behavioral competencies (May 2000 – April 2001).

### In Process

- **Phase IV:** Facilitating Occupational Focus Groups to identify and develop the behavioral competencies for the occupational fields (2001).

### Next Steps

- **Phase V:** Develop the Competency Evaluation System to measure the impact of integrating behavioral competencies and develop employee training programs to communicate the integration of behavioral competencies within the human resource processes (2001 - 2002).
- **Phase VI:** Integrate behavioral competencies within the human resource processes of Classification and Recruitment & Selection (2002).
- **Phase VII:** Integrate behavioral competencies within the human resource processes of Position Description, Performance Management, Employee Development, and Organizational Planning & Development (2002 – 2003).

*“The opportunity to be invited and share experiences and insight. I like the concept of this project.”*

*“The opportunity to express input on a project which will affect the State of Kansas.”*

*Participants commenting on what they liked about the Lead Worker and Supervisor Focus Groups.*



# Workforce Planning

## *The Key to a Motivated, Competent, and Diverse Workforce*

How many State of Kansas employees have retired in the last five years? How many will be retirement eligible at the end of this year? The year 2010? What impact will this have on a specific agency? By using workforce planning tools, the Division of Personnel Services is able to answer these questions for the entire state workforce, a specific agency, an individual work unit, or even a specific job class within any of these groups.

Prior to the implementation of the Workforce Planning Program, state agency human resource directors possessed limited information regarding retirement eligibility. In many instances an agency human resource director was not aware of the potential retirement exodus.

***18% of the state's current workforce will be retirement eligible by December 2006, which equates to over 6,600 employees.***

***Some agencies will be facing 50% retirement eligibility when compared to their current workforce within the next five years.***

What was the statewide turnover for fiscal year 2001? Has it changed in recent years? Does the turnover rate vary greatly between agencies, geographic areas, job classes, or employee length of service? Workforce planning tools, developed by the Division of Personnel Services, are used to determine the answer to each of these questions.

***The annual statewide turnover rate is slightly higher than 13%. It has remained relatively unchanged for the past several years. Some state agencies have an annual turnover rate approaching 100% while others have very little turnover.***

Why is workforce planning such an important area within human resources in today's workplace? The current workforce is changing drastically. Baby Boomers, which make up the majority of employees, are reaching retirement eligibility. Retention mechanisms that interested Baby Boomers are not always what interest those who will make up the workforce of tomorrow. A statewide employee survey was recently conducted to determine what issues are important to today's employees. The results of the survey can be used to develop specific retention programs.

Although few states have initiated workforce planning programs, workforce planning has been an integral part of private sector organizations for some time. Using that philosophy, the Division of Personnel Services immediately formed partnerships with agencies and began the dissemination of fact-based information necessary to prepare for future workforce needs. The Division has been contacted by other states for information on our Workforce Strategy Plan and has received positive feedback on the workforce reports.



# 2001 Annual Report

---

*Each section of the workforce analysis provides a clear summary and recommendations that have been helpful both in the day-to-day management of our divisions as well as with program direction in human resources. For a few examples, the demographic and retirement data has been particularly helpful in supporting efforts we have been taking with succession planning with our information technology organization. Survey data helped point out numerous issues pertaining to the opinions, characteristics, concerns, and perceptions of our employees (e.g. we found that nearly 40% of our employees were not aware of our tuition reimbursement program; this caused us to focus on communicating this to our employees). A table on the average number of to fill a vacancy caused one division director to place higher expectations on his hiring supervisors. This has improved long delays between recruitment and hiring and helps us to avoid the loss of interested applicants.*

*Assistant to the Secretary of Employee Relations,  
Department of Administration*

A five-phase plan was designed to identify the state's future workforce needs and to formulate a strategy to meet those requirements. These phases incorporate the areas of recruitment and retention, turnover, retirement, competencies, classification, employee development, and performance management. Please refer to the table on page 27.

Agency human resource directors are now equipped with statistical information to develop recruitment and retention strategies for their workforce. Training/retraining of current employees, internal promotions and transfers, external recruitment for positions where career paths do not exist, possible restructuring of the organization, and potential redesign of work processes are areas that have been addressed. A new emphasis on understanding and meeting the changing needs of the workforce results in a

more efficient use of resources and improved customer service.

How can all this information create a better work environment in an agency? For example, a cabinet-level agency's human resource director now has the information needed to develop succession and contingency plans to prepare for that agency's potential retirement crisis. Over half of that agency's 900 employees will be retirement eligible within the next five years. The agency's management team is also able to identify areas where critical skills must be replaced due to these potential retirements. Many state agency human resource directors now have the strategic planning and organizational information necessary to make effective business decisions. Their information has been obtained from a variety of sources. These sources are a "yard stick" by which state agencies can measure their progress towards achieving

# Workforce Planning

---

staffing levels to meet the agency's mission and goals and having a positive work environment for its employees.

- Twenty state agencies have taken advantage of the most individualized workforce planning tool available, the agency workforce analysis report.
- Quarterly workforce planning reports highlighting hot topics in Kansas human resources.
- Annual workforce reports illustrating financial facts and statistics, employment and agency trends, and characteristics of the Kansas state government workforce.

As state government continues to seek better ways to provide higher quality services to the public, and at the same time meet staffing needs of the agency and career opportunity needs of its employees, having a workforce strategy plan is essential.

***“The workforce analysis is a document that we continually reference and consider to be a helpful management tool. States not using this document should examine its potential for enhancing the performance of agency operations and human resource management.”***

***Assistant to the Secretary for  
Employee Relations  
Department of Administration***

The Division of Personnel Services will continue to fine tune this process and increase effectiveness to assure the Division's mission and the mission of other state agencies are met. For more information, check out the FY 2000 Workforce Report at the Division of Personnel Services website: <http://da.state.ks.us/ps>.

***“We're very impressed with the (Annual Workforce) report and will be sharing it with our Department Secretary. I think that our department will, and should develop a similar report.”***

***Compensation Director,  
State of Wisconsin***

# Workforce Planning Strategy

## Timeframe

### **Phase I (April 1999 – August 1999)**

- Published a comprehensive Workforce Report for the State of Kansas, which provides useful fact-based data for human resource planning and decision-making.
- Created a statewide Workforce Council to identify problem areas, conduct research, create solutions, and share best practices.

### **Phase II (September 1999 – February 2000)**

- Implemented quarterly workforce reports that focus on specific areas relating to the State of Kansas workforce.
- Completed the first workforce analysis for a state agency. The analysis included demographic, compensation, retirement, turnover, recruitment, and employee development information, as well as an employee satisfaction survey.

### **Phase III (March 2000 – February 2001)**

- Conducted additional agency workforce analyses in order to assist agencies review specific HR programs within their department and to identify statewide trends and the need for new initiatives.
- Compiled agency workforce report survey results into a central database and completed a trend analysis to identify employees' concerns and the need for new personnel strategies.
- Developed and distributed the Statewide Employee Retention Survey to establish baseline information.

### **Phase IV (March 2001 – August 2002)**

- Continue trend analysis on statewide and agency specific issues.
- Analyze data on specific program areas using various tools to collect data.
- Determine the impact of the Governor's pay strategy (implemented in February 2001) on statewide recruitment and retention efforts.
- Conduct a study to evaluate and compare the skills of successful state job candidates to the preferred skills assigned to the position.
- Develop leadership and occupational competency models.
- Integrate competencies into the state's classification and recruitment and selection processes.

### **Phase V (September 2002 and Beyond)**

- Provide transition tools.
- Conduct second-level agency workforce analyses for those completed in Phases II – IV in order to determine whether action plans developed to address the initial survey results were effective.
- Integrate competencies into the following state processes:
  - performance management
  - training and development
  - organizational planning and development
  - compensation

# Employee Retention Survey

Why do people come to work at the state? Why do people leave state employment? How many employees are looking for jobs outside of state government? How satisfied are state employees and what makes employees dissatisfied with their jobs? Answers to these questions are critical in knowing how to attract and keep qualified, dedicated employees in state government. These employees are the key to providing quality services to the citizens of Kansas.

*The Workforce Council Recruitment and Retention Strategies team is comprised of employees from various state agencies and DPS.*

As an Employer of Choice, the state has an obligation to find out how employees perceive their employment. To meet this need, the Workforce Council Recruitment and Retention Strategies Team sponsored a Statewide Employee Retention Survey to gain insight into employee satisfaction and their desire to remain a state employee. The crucial information obtained by this survey will help the State of Kansas develop strategies aimed at hiring and keeping a quality workforce.

## Process:

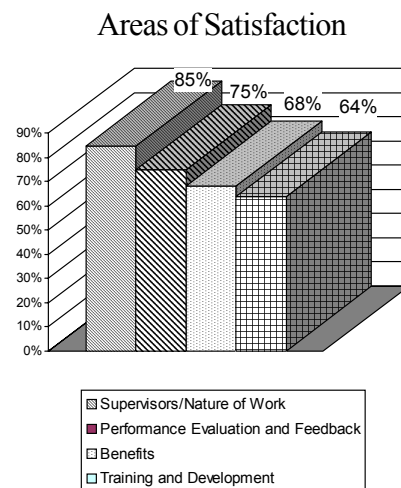
Developed by a team of University of Kansas staff, Division of Personnel Services staff, and members of the Workforce Council, the survey is the first of its kind in the State of Kansas. Only a few states have sponsored employee retention surveys of this depth.

Over 27,000 classified and unclassified benefits-eligible employees received the survey, accompanied by a letter from Governor Bill Graves, outlining the purpose and expectation. A

total of 11,734 surveys were returned for a very respectable response rate of 44 percent.

The survey consisted of ninety-nine work satisfaction questions that were grouped into the following categories: individual competencies, training and development, supervision, pay, contingent rewards, benefits, promotion opportunities, performance evaluation and feedback, nature of work, change processes, communication, and decision making. Employees indicated their level of agreement with a six-point scale. Eleven demographic categories were used to group individuals by: employee status, gender, age, salary or wages, race/ethnic group, length of service, occupational category, level of supervisory duties, education, function of government, and the region of Kansas in which they reside. The names and responses of all survey participants have been kept strictly confidential.

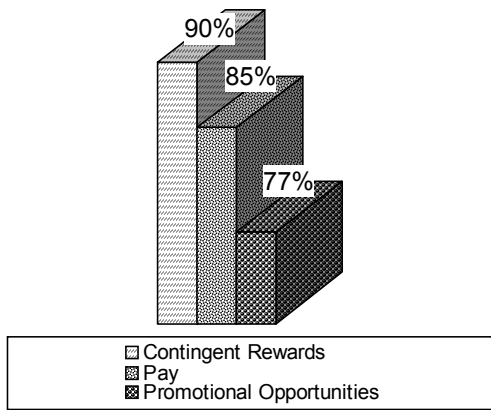
## Key Findings:



- Employees are most satisfied with their supervisors and the nature of their work.
- 75% of employees describe themselves as being satisfied with performance evaluations and feedback in their jobs.

***Over 85% of employees describe themselves as “getting a feeling of personal satisfaction from their work.”***

- 64% of employees report some satisfaction with training and development opportunities.
- Overall, 68% of employees say they are satisfied with the benefits they receive.
- Most employees indicate only slight satisfaction with decision-making processes and the work environment.



Areas of Dissatisfaction

- Three areas of state employment rank the lowest in terms of employee satisfaction: contingent rewards (the linking of performance with compensation), pay, and promotional opportunities.

***Behavioral science research indicates that employees who are dissatisfied with their compensation, but remain in their jobs, tend to re-establish psychological equity by lowering their level of effort in the wage-for-effort-bargain.***

- Contingent rewards ranked the lowest with 90% of employees indicating they do not see a connection between their effort or effectiveness and the rewards they receive.
- 85% of employees believe their current pay is below what they could earn in the private sector.
- 77% of employees report some level of dissatisfaction with promotional opportunities.
- 88% of female employees and 81% of male employees indicate dissatisfaction with pay.
- Employees in the south-central region of the state that includes Wichita, indicate the lowest level of pay satisfaction. Almost 88% of these employees are dissatisfied with their pay.

#### Retention Issues

Retention of high-performing employees may become a problem for the state. Nearly 50 percent of employees intend to leave state service within the next year. Survey results indicate that populations most likely to leave state employment include:

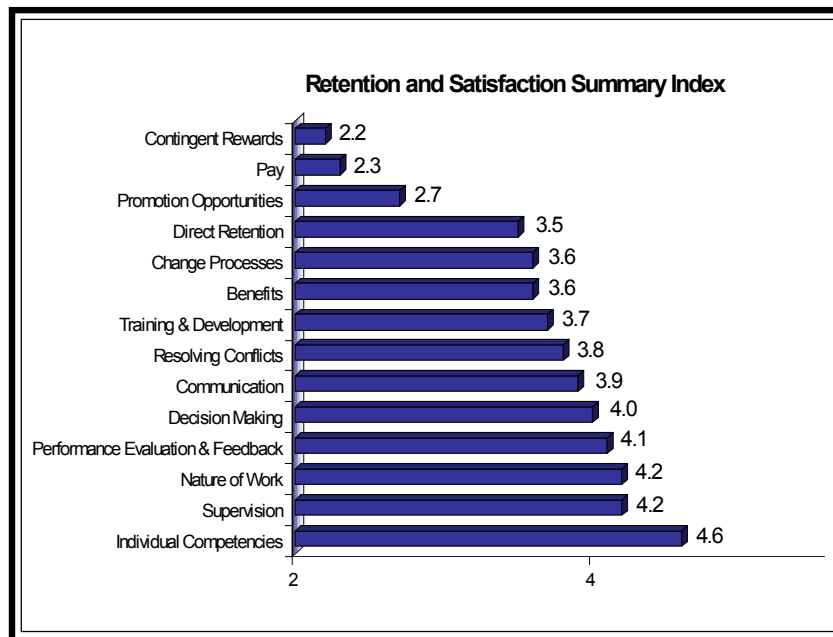
- African Americans,
- Native Americans,
- employees aged 25 to 35, and
- employees in technical fields.

# Employee Retention Survey

## Summary

How will this survey impact state employees? The report information will be useful to the Division in designing statewide employee programs and to individual agencies in developing specific programs to meet their needs. New or enhanced statewide employee programs will focus on strategies designed to recruit, develop, keep, and reward productive and qualified employees. In addition, the results will provide organizational direction for agencies in the areas of workforce planning and succession planning.

Most importantly, this survey will serve as a baseline instrument that can be replicated with equal validity in the future. This will allow Kansas to assess long-term trends in all areas of state employment, chart areas of progress, and identify the areas still needing attention. Information gained from this survey will also be useful for interim legislative studies related to employee issues. In addition to the potential for increased employee satisfaction and improved retention rates, these changes can result in cost savings associated with recruitment, selection, and training of new employees.



Source: Kansas State Employee Survey, University of Kansas, 2001



# The Governor's New Direct Compensation Strategy

Recruiting and retaining quality employees is key to an organization's success. The impact starting pay has on the ability to attract and keep productive employees is significant. With shrinking

*44% of employees who leave state service have less than two years of service.*

applicant pools, the fact that 44 percent of employees who leave state service have less than two years of service, and increasing competition from other employers, starting pay had become a focal point of the ability of the state to attract qualified applicants. As a result, the Division of Personnel Services (DPS) developed strategies in conjunction with legislative officials to address this need. During FY 2001, DPS aided in the successful implementation of Governor Graves' pay proposal for a new direct compensation strategy with the initiatives of leaders within his administration.

The Governor's new pay strategy adjusted the hiring rate by 7.5 percent by eliminating steps one, two, and three of the pay matrix effective February 4, 2001. Not only did this action increase the starting rate for applicants, but it increased the pay for current employees at the lower end of the pay matrix where the highest turnover occurs.

## What Led to the Change?

The decision to focus on the state's ability to compete in today's market was the result of the evaluation of workforce trends and concerns from state agencies facing the challenge of competing for qualified applicants from a limited labor pool with non-competitive entry level pay rates.

Although there had been general increases to the pay plan since the current matrix inception in 1989, they had not been sufficient to keep pace with the labor market. During the evaluation of workforce trends, the Division identified the following:

- retention issues: 44 percent of employees leaving state service had between one and two years of service and 63 percent of employees left within the first five years of service
- retirement projections: 17.8 percent of the current State of Kansas workforce will be retirement eligible by December 2005
- applicant data: trend of diminishing applicant pools in size and quality
- workforce reports: study of data from individual agency workforce analysis reports
- review of statewide annual workforce reports for several fiscal years

*This was the first significant adjustment to the pay matrix since 1989.*

In addition, State Human Resource Managers at Personnel Advisory Committee (PAC), Workforce Council, and Human Resource Informational meetings expressed increasing concerns about problems with non-competitive entry pay rates and the impact on applicant pools. Requests from agencies to establish variable pay options beyond the fixed compensation pay matrix for certain job classes, such as Corrections Officers and Engineers, also confirmed the difficulty in attracting employees at the entry rate of pay. Together with agencies, DPS began

# The Governor's New Direct Compensation Strategy

exploring other pay strategies to enhance non-competitive entry pay for difficult-to-fill job classes.

## The Cost of Turnover

Hiring and training new employees is costly. Though the State of Kansas is one of the largest employers and is geographically dispersed throughout all 105 counties, the workforce is lagging behind the competitive market place in pay and incentives.

Research indicates that an employee needs to stay with an organization at least three years for that organization to recover the costs of recruiting, hiring, training, and returning to a level of acceptable productivity of an experienced employee. These dollars and efforts would be better spent towards improving state wages. The challenge for state leaders to enhance and maintain a competitive pay structure is evident from the following trends:

- state hiring rates average 15 percent below the competitive labor market for many jobs
- certain skilled positions, such as health care and information technology professionals are as much as 20 percent below average market salaries
- state compensation does not include a variety of bonus incentives or market adjustments that are increasingly available in the general job market
- the State of Kansas ranks 15<sup>th</sup> among the 25 Central States in pay and 17<sup>th</sup> in total compensation

- about 70 percent of state employees feel they are not paid a fair salary\*
- over 72 percent indicate that the low level of their pay makes them feel unappreciated by the state and their agency\*
- only about 15 percent of state employees are satisfied with the amount of their pay raises\*
- over 88 percent of public safety employees express dissatisfaction with pay
- more than 3,298 classified state workers left state employment from July 1, 2000 through June 30, 2001

\* Source: Kansas State Employee Survey, University of Kansas, 2001

***17.8% of the current State of Kansas workforce will be retirement eligible by December 2005.***

## Communicating the Focus – Key to Success:

Effective communication about the reasons for the pay changes is key to successful implementation. In order to bring the state pay matrix more in line with the current market, a 3 percent general increase was applied to the entire pay matrix. The general increase further increases the hiring rate and gives all employees a pay increase. The State of Kansas has in recent years spent as much as other organizations on our salary budget. A primary difference is the way we have applied the funding.



# 2001 Annual Report

---

In FY 2002, the entire pay matrix will be adjusted upward by a total of 3 percent in two phases: a general increase of 1.5 percent became effective June 10, 2001 and an additional 1.5 percent general increase will be effective December 9, 2001. The Governor's pay plan strategies for FY 2001 and FY 2002 are the initial steps in assuring the state is competitive in today's labor market.

The State of Kansas has traditionally put the dollars into moving individuals through the steps and providing longevity pay to individuals. It is more effective to put the funding towards adjusting the pay structure. This helps to assure that the matrix stays competitive. Where our salary dollars are spent has an impact on the state's competitive position and results in more money to more employees.

## **Future Direction**

Although a step in the right direction, DPS continues to study pay, recruitment, and retention

issues. Using three key survey instruments, the Employee Retention Survey, the New Employee Welcome Survey (NEWS), and the online Exit Interview, DPS will continue to track applicant pools, turnover, and retirement in order to evaluate the success of the new pay strategy and to identify developing trends. Please visit the Division of Personnel Services website for additional information on the Employee Retention Survey at <http://da.state.ks.us/ps/subject/retention.htm>.

State employees continue to find innovative ways to better serve the citizens of Kansas while adjusting to tightening budgets and reductions in staff. Adjustments to the pay plan are critical to assure that the state has the human resources to discharge its responsibilities. State leaders recognize that state employees are being asked to do more with less. In today's tight labor market it is essential that the state attain a competitive market position for employees.

*"We have in recent years spent as much as our counterparts on our salary budget. But we put the dollars into moving people through steps and longevity pay to individuals, instead of general increases to the pay structure. This affects our ability to recruit."*

*Bobbi Mariani, Director of Personnel Services  
2001 Legislative Session Testimony*

# *Employee Services*

In today's competitive labor environment, the availability of a quality employee benefits program that meets the needs of a diverse workforce is vital to recruit, retain, and motivate employees. As an **Employer of Choice**, the State of Kansas sponsors an employee benefits program which includes broad health care coverage choices, wellness and education programs, and retirement planning alternatives.

## **Group Health Insurance Plan**

The State of Kansas provides a wide variety of **group health options**. Medical plans include choices from health maintenance organizations, a preferred provider organization, and a point of service plan. An optional **vision plan** and an optional **long-term care plan** are also available. In addition, student health insurance is available for full time students attending Regents institutions. Graduate teaching assistants and graduate research assistants are eligible for an employer contribution if they participate.

The State of Kansas also sponsors a group health option that includes medical, dental, and drug coverage for over 7,500 direct bill participants, most of which are retirees.

In addition, DPS administers group health insurance for state school districts, community colleges, and vocational schools who have chosen to join the state health plan. To date, eleven educational entities have signed agreements covering nearly 1,100 employees during FY 2001.

## **KanElect Flexible Benefits Program**

State employees have the option of enrolling in this program which offers two flexible spending account plans. Employees who choose to enroll in the **Health Care Flexible Spending Account** receive reimbursement for expenses related to medical, dental, vision, or prescription drug services not reimbursed by health insurance. Employees enrolled in the **Dependent Care Flexible Spending Account** receive reimbursement for work-related child/elder care services.

## **Deferred Compensation**

The Deferred Compensation Plan continues to provide investment opportunities for active employees, while reducing their current tax liability and saving for their retirement. Currently, participants have more than 35 funds from which to choose. Over 50 percent of eligible employees participate in the plan. ING Aetna Financial Services currently provides comprehensive administrative services for the Deferred Compensation Plan.

# 2001 Annual Report

---

## State Self-Insurance Fund (SSIF)

Worker Compensation services for state employees injured on the job are self-funded and self-administered under the State Self-Insurance Fund (SSIF). In a continuing effort to provide customer service and information regarding workers compensation, the SSIF visited 45 agencies and locations during FY 2001. These visits were designed primarily to assist agency staff in the accident reporting process, to determine agency information needs, and to consult with employees regarding individual claims.

Approximately 310 managers and supervisors received training on Workers Compensation as

part of either the Basic Supervisory Training (BSTP) or Certified Public Manager (CPM) program. This module is intended to familiarize supervisors with their role in the accident prevention and Workers Compensation reporting processes.

Through the combined efforts of DPS, state agencies, medical vendors, and employees, the base agency assessment for Workers Compensation coverage was reduced to its lowest level in 12 years.

## Health Insurance Claims Analysis

In order to ensure that state employees receive high quality, cost effective health coverage, DPS has implemented a new claims analysis system. The State of Kansas consolidates claims data information provided by state health insurance vendors with membership data from the Statewide Human Resource and Payroll (SHARP) system, which is then integrated into the Division's software program. The system was implemented in June 2000 and is being used to analyze claims and utilization data for group health insurance plan design considerations.

## HealthQuest

HealthQuest, the State of Kansas employee health promotion program, provides a variety of tools to help employees improve their health. HealthQuest sponsors workshops, presentations, health education materials, and a newsletter to educate state employees about preventative health measures and encourage them to make exercise, good nutrition, and medical screening a regular part of their lifestyles. In addition, DPS works with a network of 160 HealthQuest coordinators who provide health promotion support at the agency level.

# Employee Services

---

## Donor Leave

Effective March 4, 2001, the State of Kansas implemented a new category of paid leave for state employees in the executive branch of Kansas government and employees of Kansas Regents institutions. The Kansas Donor Leave Program provides approved recovery time away from work for employees who choose to donate organs, tissue, bone marrow, blood, or blood products.

Under the Kansas State Donor Leave Program, all classified and unclassified, benefits eligible employees may receive paid leave in accordance with the following criteria:

- a) Employees may receive up to 30 working days of paid leave for recovery from an organ or tissue donation procedure.
- b) Employees may receive up to 7 working days of paid leave following the donation of bone marrow.
- c) Employees may receive 1.5 hours of paid leave every 4 months for the donation of blood.
- d) Employees may receive 3 hours of paid leave every 4 months for the donation of blood platelets or other approved blood products.

## Total Compensation Statement

February 2001 was the first time that the State of Kansas provided employees a *Total Compensation Statement*. Using data from the Statewide Human Resource and Payroll (SHARP) system, the Division of Personnel Services and the Division of Information Systems and Communications (DISC) created the statements. The personalized statement showed the direct and indirect compensation paid to each employee during calendar year 2000. Indirect compensation includes payments made by the State of Kansas as the employer, such as the employer contribution for insurance, retirement, and taxes. A “For your Information” insert listed examples of the types of pay and employer contributions that were included in the statement. Agencies were also provided information on the specific types of earning included so they could help employees who had questions. Approximately 26,000 statements were mailed to active, benefits eligible employees. In addition, the Regents Institutions prepared statements for their employees following Division guidelines.

***47,000 copies of the bimonthly HealthQuest newsletter are distributed to state employees. The newsletter can also be accessed online at the HealthQuest website: <http://da.state.ks.us/ps/subject/healthquest.htm>.***

# *Employee Development*

***DPS staff provided 54,609  
hours of training for state  
employees in FY 2001.***

The Division of Personnel Services offers a variety of employee development programs to state employees each year. These workshops, seminars, and short courses are developed based on regulatory requirements, needs analysis, suggestions from training evaluations, and to help supervisors meet their continuing education requirements.

## **KQM**

### ***Kansas Quality Management Training***

DPS worked with staff from the Department of Administration Personnel Office to pilot the *Intact Team* training program. This course teaches natural work teams and quality teams to use the KQM problem-solving process and tools to address a work-related problem. This program combines classroom instruction with an on-the-job project. After the two-day class session, the team continues to work on solutions to their problem. The team then develops a project proposal, which they present to their managers in a classroom setting with their instructors as facilitators. After receiving management approval, the teams work on implementing the project. Team members participate in a final class session to debrief the process, successes, and challenges of the project.

## **LEAD**

### ***Lead Employee Achievement and Development Program***

The LEAD (Lead Employee Achievement and Development) Program is a new program designed to give state lead workers the skills they need to be effective on the job. During the three-day course, participants engage in interactive learning activities related to lead workers' responsibility and authority, legal issues and documentation, leadership, time management, problem solving, conflict management, and communication skills. The LEAD program complements the DPS Workforce Planning Strategy and allows the Division to grow supervisors by first giving employees experience and training at the lead worker level.

# Employee Development

---

## CPM

### *Certified Public Manager Program*

The Certified Public Manager (CPM) Program has graduated over 300 agency managers and supervisors since 1993. Acknowledged as one of the most important opportunities provided to State of Kansas managers, the program is now available to city, county, municipal, and federal government managers. This yearlong program is a coordinated effort between the University of Kansas Public Management Center and DPS, and is designed to provide managers at all levels of government a foundation of knowledge and skills in management practices as well as an opportunity to grow professionally and personally. Participants are eligible to receive college credit upon successful completion of the CPM Program. Classes are currently available at locations in Topeka and Salina and DPS is exploring options for expanding the program to the Johnson County area in 2002.

## IMS

### *Institute for Management Studies*

In FY 2001, the State of Kansas became a sponsoring member of the Institute for Management Studies (IMS), an organization which has led the way in executive education and management development for over 25 years. The State of Kansas membership makes it possible for senior executives and upper- and mid-level managers from all state agencies to attend cutting-edge workshops on management issues, taught by leading business school professors from the top graduate schools in the country. IMS brings together leading-edge innovators and key decision makers so that IMS members have the best information possible on which to base their decisions.

## DPS Conferences

The **Personnel Issues Conference** was held in November 2000 and focused on human resource topics. This year's conference, "Finding and Keeping Star Employees," featured Roger Herman and Joyce Gioia who discussed the issues involved in "Becoming an Employer of Choice." On day two of the conference, Craig Anderson, Rebecca Crowder, and Jim Langin presented sessions dealing with recruitment and retention and other issues currently impacting human resource management professionals.

Traditionally, DPS has sponsored two statewide conferences each year, the Professional Conference of Kansas State Government in the spring and the Personnel Issues Conference in the fall. This year, the Division will combine the two events into the **Kansas Conference on Professional Development and Human Resource Issues**, which will be held August 14 - 16, 2001. The new format is designed to feature more speakers and a wider variety of topics than previous conferences.

# 2001 Annual Report

---

*“It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change.”*

*Charles Darwin*

## **Kansas IT Project Management Methodology Program**

The Kansas IT Project Management Methodology Certification Program was developed in partnership with the Division of Information Services and Communication (DISC). It is a three-week course consisting of 120 classroom hours. The course was designed to introduce the principles of project management for information technology projects as set forth in the Kansas Project Management Methodology. Those successfully completing the course are listed in the Kansas Registry of Methodology Certified IT Project Managers. To date, 126 individuals have received certification.

## **COBIT** *Control Objectives for Information and Related Technology Implementation Workshop*

In March 2001, a Control Objectives for Information and Related Technology (COBIT) Implementation Workshop was offered in cooperation with the Division of Information Services and Communication (DISC). This comprehensive two-day workshop was designed for IT professionals and managers who deal with the complexities of IT control functions on a daily basis. Plans are being developed to offer a second session as demand for this specialized training grows.

## **Computer Software Training**

DPS partnered with Washburn University and Kaw Area Technical School to provide Computer Software Training for state employees. This program provided participants with a variety of learning opportunities and information that will allow them to do their jobs more efficiently. The program included classes on the latest technology pertaining to networks, applications programming, and software programs.



# *Best Practices*

## **Networking**

DPS is often invited to share information about Division programs at national and regional conferences around the country. The following presentations were given by DPS staff during FY 2001:

**2000 NASPE Annual Conference**

“Preparing HR Managers for a New Millennium” - Kansas  
Human Resource Training Academy

**2000 IPMA National Conference**

“Planning Strategically for Budget and Performance” - DPS  
Strategic Planning Process

**PeopleSoft 2000 Conference of the Americas**

“Only 13 Days to Pay Day in Kansas”

**PeopleSoft Regional User Group**

“Web Open Enrollment”  
“Payroll Scheduling”

**Governing Magazine Management 2000  
Conference**

“Best Practices in Human Resource Management”

**2000 Government Technology Conference - East**

“State of Kansas IT Retention Program”

**2001 IPMA Conference - Southern Region**

“Workforce Planning Strategy for 2001 & Beyond”



# 2001 Annual Report

---

## **IPMA - Kansas**

“Project Management”

## **2001 IPMA Conference - Central Region**

“Workforce Planning Strategy for 2001 & Beyond”

## **Partnering With the States Conference**

“Effective Human Resource Information Systems”

## **SALGBA (State and Local Government Benefits Association)**

“Benefits Enrollment Through the Employee Portal”

## **Kansas Web Expo**

“AKSESS”

## **Kansas Technology Showcase**

“IT Classification”

## **City Clerks and Municipal Finance Officers of Kansas**

“Benefits Enrollment Through the Employee Portal”

\* **NASPE** – National Association of State Personnel Executives

\* **IPMA** – International Personnel Management Association



## Awards

---

### **NASCA Outstanding Program Award**

In September 2000, the Kansas Department of Administration received the NASCA (National Association of State Chief Administrators) 2000 Outstanding Program Award for the State of Kansas' Application and Selection Process, which was developed and implemented by the Division of Personnel Services. The new streamlined process uses a qualitative approach to identify and measure the competencies required for state jobs.

The Department of Administration was also notified that we have received the NASCA 2001 Outstanding Program Award for both the Online Benefits Open Enrollment program, located on the DPS AKSESS website, and for the IT Project Management Methodology Program. The awards were presented at the annual conference in August 2001.

### **NASIRE Award**

In October 2000, Kansas received the 2000 NASIRE (National Association of State Information Resource Executives) Award for Outstanding Achievement in the field of Information Technology for the IT Project Standards and Methodology Program which was developed by DISC during FY 2000. A key component is the IT Project Management Methodology training program, which is coordinated and administered by DPS. The training program consists of 120 hours of rigorous in-class instruction. To date, the State has trained and certified 126 project managers.

### **IPMA Award**

In June 2001, the Division of Personnel Services received the IPMA (International Personnel Management Association) 2001 Best Practices Award for their Workforce Planning program. This five-phase strategic plan was developed to identify the state's future workforce needs and to formulate a strategy to meet those requirements. The plan is designed to encompass the areas of recruitment and retention, turnover, retirement, competencies, compensation, classification, employee development, performance management, and workforce planning.

***“We are what we repeatedly do. Excellence, then, is not an act but a habit.”***

***Aristotle***

### **Kansas Award for Excellence**

In October 2000, the Division of Personnel Services was awarded a Level I, Commitment to Excellence Award at the fifth Annual Kansas Award for Excellence (KAE) Banquet. The Commitment to Excellence award is presented to organizations that demonstrate a serious commitment to the use of quality management principles.

### **George C. Askew Award**

In FY 2001, the CPM (Certified Public Manager) class of 2000 won the George C. Askew Award for developing a code of ethics for State of Kansas managers and CPM graduates. This award is given annually by the Academy of Certified Public Managers, a national organization which recognizes outstanding CPM programs and graduates around the country.

### **CSG Award**

The Kansas Workforce Planning Program is a Midwestern Regional Semifinalist for the CSG (Council of State Governments) 2001 America's Best Innovations Award.

# *Contacts*

**<http://da.state.ks.us/ps>**